

Two-Generational Initiative Interagency Plan

Office of Policy and Management

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Section 1. Introduction and Background

The **Two-Generational (2Gen) approach**, or whole family approach, focuses on creating opportunities for and addressing the needs of children and adults together by taking a family-centered, results-oriented approach so that children and families get the education, workforce training, and social supports they need to secure economic stability that passes from one generation to the next.

The 2Gen approach moves away from siloed thinking and towards innovative research, policy, and practice — collaboration across agencies and sectors, data sharing, and leveraging existing resources to drive down costs and to promote economic success for the whole family. This plan recognizes two key features in the persistence of intergenerational poverty in Connecticut: 1) racial and socioeconomic inequities that are compounded over generations and 2) the lack of a family voice in policy. The 2Gen plan aims to empower parents as civic leaders and as partners in this work.

Additionally, Connecticut's 2Gen approach strives to develop Connecticut's workforce and healthy children who are ready to thrive. This work is developed and supported by the public sector; the private sector, including nonprofits, philanthropy, academia, and business; and parents.

In 2015, Connecticut became the first state in the nation to pass legislation (§401 of [Public Act No. 15-5](#), June Special Session) to codify a 2Gen initiative in statute.¹ The statute established the current 2Gen Advisory Board, a bipartisan, statewide board that convenes members of the executive, legislative, and judicial branch, as well as private sector partners and parents, to advise on the 2Gen approach.² In addition to the Advisory Board, there are three action-oriented subgroups that work collaboratively to develop solutions to core 2Gen initiatives: parent engagement, workforce development, and minimizing benefits cliffs.

The **2Gen Advisory Board subgroups** are cross-sections of the Board, whose membership includes various agencies and branches of government, the public and private sector, and parents (Appendix 1). Each group is staffed by the Statewide 2Gen Coordinator, designated "leads" from the 2Gen Advisory Board, and a technical assistant through the Administration on Children and Families/National Conference of State Legislatures Whole Family Approach to Jobs project.³ The Governor's Office and the Office of Policy and Management (OPM) are active members of the Benefits Cliffs and Workforce subgroups, with the Federal Reserve Bank of Boston engaged in an advisory capacity. Below is a description of each group and their actions to date to support 2Gen initiatives:

- **Parent Engagement:**
 - Developed an onboarding process to meet the 2019 statute requirement that 25 percent of the 2Gen Advisory Board be parents;

¹ Connecticut General Statutes §17b-112/

² A nonpartisan commission of the legislature, what is now the Commission on Women, Children, Seniors, Equity and Opportunity, is the administrative agency for the Board in statute.

³ Connecticut is a member of the Whole Family Approach to Jobs cohort, a six-state group convened jointly by the Administration for Children and Families and the National Conference of State Legislatures, allowing for communication across state lines and with federal officials.

- Secured funding from the Early Childhood Funders Collaborative to compensate parents for their engagement on the Board; and
- Parents co-designed “job descriptions” that outline roles and responsibilities.
- **Benefits Cliffs:**
 - Conducted landscape analysis of existing research and calculators for benefits cliffs in Connecticut;
 - Developed research questions;
 - Secured funding from the Connecticut Association of Human Services (CAHS) to hire a researcher to assist in the research design process;
 - Identified researchers to assist in developing a research plan to mitigate cliff effect as a result of the minimum wage increase and to conduct a short-term analysis; and
 - Compiled benefits cliffs policy best practices, with emphasis on mitigating the effect of the minimum wage increase passed in Connecticut in 2019.
- **Workforce:**
 - Conducted landscape analysis of existing whole family approaches to workforce in Connecticut and best practices in the region and nation;
 - Generated ideas for improving workforce system through a whole family lens;
 - Surveyed group on priorities that were then put through a matrix of feasibility, cost, focus of action, short-term/long-term scope, and impact;
 - Identified three priorities to pursue in smaller groups, each charged with a specific action plan:
 - Develop a plan to better link workforce and child care systems through a whole family lens;
 - Develop a plan to reform the Temporary Assistance for Needy Families (TANF) block grant;
 - Influence the Connecticut Workforce Innovation and Opportunity Act (WIOA) State Plan with intentionality around the whole family approach. Engaged appropriate partners, including the Office of Workforce Competitiveness, to develop and submit 2Gen recommendations for the 2020 WIOA state plan.

In 2017, section 141 of [Public Act No. 17-2](#) of the June Special Session designated the **Office of Early Childhood as the lead coordinating agency for 2Gen** in the executive branch. In 2018, a Statewide 2Gen Coordinator position was developed, now based out of the Office of Early Childhood (OEC). The Office of Early Childhood has led in cross-agency data sharing, smoothing cliffs in its benefits programs, integrating whole family approaches in its home visiting programs, and partnering with academic leaders to pilot innovative 2Gen research projects that link child care and workforce.

Additionally, in 2018, the Office of Early Childhood developed a partnership with the **University of Connecticut’s School of Social Work** to advance OEC’s two-generational mission of improving the lives of Connecticut’s youngest residents and their families. This partnership provides the agency with additional research and data analytics capacity to demonstrate effectiveness of core programs, engage in continuous

data-driven improvement, and rigorously evaluate demonstration projects for promising new approaches. Through this partnership, OEC is working with the Department of Social Services and the Connecticut State Colleges and Universities to ensure more families with young children enter job-training programs, and with the Department of Housing to work with families at risk of homelessness to avoid the trauma connected with emergency shelter experiences.

In 2019, Public Act No. 19-78 charged the **Office of Policy and Management with developing an interagency 2Gen plan** for family economic success to be implemented by January 1, 2020. The four key components of the plan are:

1. Development of an infrastructure to promote data sharing within and between state agencies to the extent permissible under federal and state law;
2. Coordination and leverage of existing resources to assist families to overcome common barriers to economic success;
3. Consideration of innovative approaches based on input of parents and other community members to increase the impact of the Two Generational Initiative; and
4. Shared indicators and goals for interagency collaboration to achieve quantifiable and verifiable systems change to disrupt cycles of intergenerational poverty and advance family economic self-sufficiency and racial and socioeconomic equity.

The plan will involve the core agencies that intersect with families, including but not limited to: Office of Early Childhood, Department of Labor, Department of Social Services, Department of Housing, Department of Children and Families, State Department of Education, and Connecticut State Colleges and Universities.

Three cohorts of communities engaged in the 2Gen approach run parallel to and inform the state work: the original 2Gen pilot communities, the Connecticut Working Cities Challenge Cities, and the Hartford Region Early Childhood Collaboratives. Community voice has proven to be critical for policymakers attempting to transform our systems to be family-centered by surfacing institutional barriers and sharing best practices.

The Kellogg Foundation grant has supported a range of 2Gen efforts, including evaluation of the pilot 2Gen communities, 2Gen “Parent Academy” events co-designed by parents, 2Gen staff support, and a family-centered coaching model adopted by the Department of Labor. Three of the six original **pilot 2Gen communities** established through the initial 2015 legislation continued their work via Kellogg Foundation funding from CAHS.⁴ One new community, Norwalk, later joined the cohort. Their three-year work through CAHS officially concluded at the end of the grant period in spring 2019, but several communities have continued their efforts. The original six pilot communities and their respective 2Gen approaches can be found below:

- **Meriden:** Meriden anchored their 2Gen approach in Family Resource Centers (FRC), recognizing their critical role in fostering family stability in their community. They developed partnerships

⁴ K Parr, H Buch, J Polar (2017) Connecticut Two-Generational Initiative Place-Based Projects 90-Day Follow up Report

with Meriden Adult Education and other workforce development agencies so that the FRCs can become a single point of entry for many supportive services. Meriden FRCs also incorporated a coaching model that takes a strength-based approach and long-term family success planning.

- **Norwalk:** Leadership at Norwalk's Maritime Odyssey Preschool developed a cohort of parents who received training in Early Childhood Education provision throughout the year. Parents were supported by free child care and stipends paid for by CAHS and OEC. Parents received their Child Development Associate credential at the end of the year.
- **New Haven:** United Way of Greater New Haven developed an organizational assessment, designed by the Community Alliance for Research and Engagement (Southern Connecticut State University and Yale School of Public Health), which measures the extent to which an organization is implementing a whole family approach. Through a series of questions designed for use by directors, mid-level, and front-line staff, the assessment places organizations on the 2Gen spectrum and provides information on how organizations can take a family-centered approach. United Way piloted the assessment with the New Haven American Jobs Center, Christian Community Action, Friends Center for Children, Gateway Community College, New Haven Adult Education, and is interested in adapting for state agencies.
- **Bridgeport:** Based on the understanding that non-traditional community hotspots are just as important to family success as traditional social service agencies, Bridgeport developed an assessment to determine where those community hotspots are located (food pantries, grocery/corner stores, barbershops, hair salons, etc.), in addition to a 'how-to' guide for those community hotspots interested in supporting family stability and success.

In 2018, five [Connecticut Working Cities Challenge](#) cities -- Danbury, Hartford, East Hartford, Middletown, and Waterbury -- were funded by a three-year grant from the Federal Reserve Bank of Boston to engage in cross-sector, collaborative leadership, driven by data and family engagement, to spur workforce development and job-creation in low-income neighborhoods.⁵ Through this process, the participating cities have discovered in the design phase that their economic improvement initiatives necessitate a whole family approach.

Five of the Discovery Collaboratives, early pioneers of the whole family approach funded by the Graustein Memorial Fund prior to 2015,⁶ continued their work renamed as the **Hartford Region Early Childhood Collaboratives** with funding from the Hartford Foundation for Public Giving and CAHS. The five Collaboratives (Enfield, Wethersfield, West Hartford, Manchester, Bloomfield) are required to incorporate an intentional 2Gen approach in their work and receive technical assistance to develop strategic plans. The grant will conclude December 2019, but it is expected that the five Collaboratives will continue to

⁵ The Working Cities Challenge is a grant competition designed to support cross-sector, collaborative leadership and ambition work to improve the lives of low-income people in small and mid-size cities in Connecticut.

⁶ Families and Communities Raise Our Children: The Role and Cost of Effective Local Early Childhood Councils, http://www.wcgmf.org/application/files/3615/5130/4639/Families_and_Communities_Raise_Our_Children-The_Role_and_Cost_of_Effective_Local_Early_Childhood_Councils.pdf

pursue projects that support 2Gen approaches addressing community needs within their respective municipalities and collectively across the state.

Beyond the three cohorts, communities across the state implement the 2Gen approach. For example, Hartford's implementation of the 2Gen approach in Family Resource Centers, funded by the Hartford Foundation for Public Giving, has served as a model for states across the country.

Section 2. Development of Cross-Agency Data-Sharing Infrastructure

[Public Act No. 19-78](#) requires the state to come up with a plan to develop “infrastructure to promote data sharing within and between state agencies to the extent permissible under federal and state law.” State administrative data is defined as data state agencies collect in the course of their normal activities. Some examples include wage data collected for administering the state’s unemployment insurance program, data on families and childcare collected for administering the state’s Care4Kids program, and health data collected while administering Medicaid. As a result of recent technology improvements and increased analytic capacity, governments have started to realize that state administrative data is an asset that can be used in many ways. Some of the many uses of state administrative data include:

- Understanding basic demographics and statistics on the recipients of state services, as well as cost per participant
- Measuring how effective state programs are in improving outcomes for recipients
- Improving efficiencies and achieving better outcomes, and
- Engaging with research and academic partners

The state is currently engaged in several initiatives that satisfy the data-sharing requirements of Public Act 19-78. Following is a review of current major initiatives to advance data-sharing amongst agencies and the public:

1. Public Act No. 19-153: An Act Concerning Interagency Data Sharing

[Public Act No. 19-153](#) requires Connecticut’s Chief Data Officer, in consultation with the Attorney General and executive branch agency legal counsel, to review “the legal obstacles to the sharing of high value data of executive branch agencies... among agencies and with the public.” The act further requires the Chief Data Officer to submit a report on January 15, 2020, and annually thereafter, that includes “any recommendations on 1) methods to facilitate the sharing of such high value data to the extent permitted under state and federal law, including, but not limited to, the preparation and execution of memoranda of understanding among executive branch agencies, and 2) any necessary legislation.”

The report and recommendations will be based on a review of the ongoing data-sharing activities in the state. State agencies have been sharing data across agencies and with external partners utilizing agency-specific legal agreements. To understand the landscape of existing data sharing agreements in the state, executive branch agencies were asked to fill out a survey documenting 1) existing data-sharing agreements and memoranda of understanding (MOUs), and 2) the laws and regulations that pertain to the sharing of data maintained at each agency.

OPM has engaged the services of a legal consultant who has experience reviewing data-security laws and advancing agency data-sharing in multiple other states. The legal consultant will assist in 1) reviewing the survey results and existing agency agreements with the goal of identifying what is working and what is not working to facilitate data sharing, and 2) researching relevant

state and federal laws and regulations applicable to the sharing of agency data, highlighting circumstances in which a law or regulation has prevented agencies from obtaining or sharing high value data.

State agency data appropriately has numerous laws and regulations protecting its use and the privacy of Connecticut's residents. Understanding the legal requirements surrounding the data Connecticut holds is critical to preventing the misuse of state data and inadvertent release of private information. Public Act No. 19-153 will enable the state to intelligently set up data-sharing infrastructure that balances privacy and security concerns with the benefits possible from interagency data sharing.

2. Housing and Supports for Vulnerable Populations

The Governor's Office has established a Task Force on Housing and Supports for Vulnerable Populations. The goal of this task force is to pilot the identification of top utilizers of state services, and then coordinate the services to these recipients to improve participant outcomes while reducing state expenses. The task force aims to complete a data match between the state's Homeless Management Information System, which is run by non-profit partners, with data from key social service agencies including:

- Department of Social Services (Medicaid agency)
- Department of Mental Health and Addiction services
- Department of Children and Families
- Department of Correction, and
- Court Support Services Division

The data match pilot will allow the state to quickly identify data-sharing challenges, and then bring the appropriate parties to the table to work towards solutions. The lessons learned from the task force will assist the state as it works to set-up a statewide the infrastructure for interagency data sharing.

3. Interagency Data Sharing Playbook

The Office of Early Childhood is partnering with Team Skylight (a collaboration of three digital consultancies: GovBloom, Fearless Tech, and Skylight) to develop a data sharing playbook for Connecticut state agencies. This effort is building on past efforts in Connecticut to standardize and normalize data sharing, and the playbook will aim to demystify and enable better data sharing across state systems and agencies.

Team Skylight is working with the Office of Early Childhood through funding from the Preschool Development Grant to improve service delivery for children and their families and to work across state agencies to scale best practices beyond OEC. One area of focus of the Preschool Development Grant is the development of integrated data systems, data governance, and data capacities. As a part of this initiative, Team Skylight is working with OPM to understand current

data sharing processes among state agencies and to identify a standard process and framework to follow when sharing data.

The data sharing playbook being developed by Team Skylight will serve as a resource for state agencies to implement clear and streamlined processes for data sharing. Team Skylight is analyzing current data sharing practices and the major hurdles to data sharing, including the legal considerations and MOU process often required to share data. The playbook will address best practices for crafting a data request, types of data sharing arrangements, privacy and security considerations, and guidance on how to transfer and store sensitive data.

The playbook will be open source and made available online for use by state agencies.⁷ The playbook will be a living document that can be updated to reflect recommended practices for state agencies, and the first draft is scheduled to be completed by December 31, 2019.

4. Technical Training and Assistance with the University of Pennsylvania's Actionable Intelligence for Social Policy Lab (AISP)

Actionable Intelligence for Social Policy (AISP) is an initiative housed at the University of Pennsylvania with a principal aim to promote the development and use of integrated data systems (IDS) nationwide for policy analysis and program reform.⁸ AISP concentrates on four main objectives: promoting a professional network of IDS sites, providing consultation and training to support the growth of new IDS sites, establishing guidelines for practice, and demonstrating uses of IDS for policy and program reforms.

Connecticut is participating in AISP's 2019-2020 Learning Community initiative, which offers more intensive, formal training and technical assistance to agency staff. This program is designed to accelerate the rate of growth in the IDS field, and help developing sites build political will and IDS capacity, connect to national experts, and learn from their peers across the country. Participants in the 2019-2020 Learning Community will be drawn from agencies working closely on 2Gen approaches, primarily OPM, OEC and Department of Labor.

5. The CHESS Initiative

In 2016, Connecticut participated in a Centers for Medicare and Medicaid Services (CMS) technical assistance program to design strategies to support individuals served by Medicaid in accessing and retaining stable housing and meaningfully engaging with their health goals. The state developed a plan to model the potential benefits to Medicaid members, and associated savings to the state, from covering supportive housing services under the Connecticut Medicaid State Plan. The group was also able to partner with the Connecticut Coalition to End Homelessness and New York University to match Medicaid claims data and Homeless Management Information

⁷ A similar playbook for California's Health and Human Services Agencies can be found here: <https://chhsdata.github.io/dataplaybook/>

⁸ An [Integrated Data System \(IDS\)](#) links "administrative data across multiple agencies to monitor and track how services are being used and to what effect. IDS provides a more complete account of how different policies and programs affect the individuals they're intended to serve..."

System data, to identify a specific group of people who would most benefit from intervention. To our knowledge, this is the first such statewide match in the country.

Based on the above preparatory work, Governor Lamont proposed, and the legislature included, the supportive housing benefit in the state's biennial budget. Specifically, a state Medicaid plan for home and community-based services benefit is being developed that will serve up to 850 individuals who experience homelessness and whose average Medicaid costs exceed \$40,000 per year. Savings figures under DSS (\$580,000 in FY 2020 and \$3.1 million in FY 2021) include the state's share of Medicaid expenditures. After factoring in the federal share, this proposal is expected to reduce total Medicaid expenditures by \$2.7 million in FY 2020 and \$13.9 million in FY 2021. Funding is also included in the Department of Housing (approximately \$460,000 in FY 2020 and \$2.3 million in FY 2021) to support housing vouchers associated with this effort. This effort is called the Connecticut Housing Engagement and Support Services (CHESS) initiative.

Section 3. Coordinating and Leveraging Existing Resources

Policy change cannot happen in a vacuum. To make progress towards ending intergenerational poverty, it is important to understand what has been done before – both successfully and not. Coordinating and leveraging existing resources is an important first step.

Nationally, Connecticut is known for leading in incorporating parent voice into two-generational policy and practice and for being a pioneer of early two-generational legislation.⁹ Other states that have been leaders in 2Gen, such as Colorado, have support that originated from the Governor’s Office or a state agency. Connecticut’s Office of Early Childhood serves as the lead coordinating agency for Connecticut’s executive branch and has piloted innovative proofs of concept with flexible 2Gen funding. However, Connecticut can go further in promoting early childhood 2Gen policy in the areas of early care and education and parenting and economic supports.¹⁰

In 2017, with funding from the Kellogg Foundation and support from the Connecticut Association for Human Services (CAHS), a short-term exercise in the two-generational approach was conducted with six Learning Communities – each implementing a different strategy of direct service or systems change projects.¹¹¹² Success varied by location, but universally showed the hurdles families face when trying to access services. The siloed and fragmented nature of government services is difficult for families to navigate, reinforcing obstacles to mobility.

In early 2019, Governor Lamont’s transition team proposed the creation of the Family Economic Success Cabinet, tasked with “launching multi-generational proof points and achieve verifiable systems change targets. It will pool resources, link data, listen to parents, and be authorized to clear institutional barriers.”¹³

Using this proposal as a model, this plan will capitalize upon existing collaborative efforts among state agencies and communities to better support families.

⁹<https://ascend.aspeninstitute.org/resources/states-leading-the-way-practical-solutions-that-lift-up-children-and-families/>

¹⁰http://nccp.org/profiles/CT_profile_16.html

¹¹ K Parr, H Buch, J Polar (2017) Connecticut Two-Generational Initiative Place-Based Projects 90-Day Follow up Report

¹² When state funding ended in 2017, CAHS contributed \$600k in Kellogg Foundation funds.
<https://ctcwcs.files.wordpress.com/2016/06/two-gen-ar-2016-1-2.pdf>

¹³ Governor Lamont’s transition team proposed a [Family Economic Success Cabinet](#): A Whole Family Approach to Jobs, Opportunity, & Equity. While the cabinet was not created, it was used as a foundation for Public Act No. 19-78.

3.A. Existing Initiatives

Social services can be improved through cross-agency communication and collaboration, that position families in a more optimal space to identify areas of unmet need. The goal of Public Act No. 19-78 is to better coordinate and align delivery of services to assist families in overcoming barriers to economic success. The key to doing so is creating opportunities and addressing needs of both children and the adults in their lives collectively.

Evidence that the two-generational whole family approach can be successful is found in the community program, Even Start. Even Start provides services to adults and children participating in adult education and early childhood services together. In Connecticut, this program links the Office of Early Childhood, University of Connecticut, and the Middletown, Torrington and New London Boards of Education. Through this coordination of services across generations, Even Start aims to increase the chances for economic mobility among program participants.

Providing parents and children access to affordable services can decrease long-term reliance on state assistance and improves family outcomes. Implementing a comparable system to work with different state agencies has the potential to reach and improve the quality of life for more low-income families.

The next wave of two-generational approaches in Connecticut, and this plan specifically, looks at the role state agencies play in service delivery and human development when supporting the whole family.

3.B. Core State Agency Work Group

The original composition of the 2015 two-generational Interagency Working Group, now the 2Gen Advisory Board included community leaders, parents, nonprofits, and individual state agencies. This group was responsible for identifying best practices, empowering parents, and overseeing the original pilot 2Gen learning communities. The cross-sector, public private membership of the Board served to increase collaboration across siloes but did not provide sufficient opportunity for specific state agency collaboration for family outcomes.

For the purposes of this plan, a working group of seven state agencies, modeled after the Governor's Transition Family Economic Success Cabinet, was assembled to form the Core State Agency Work Group. The working group is comprised of representatives from the Office of Early Childhood, Department of Labor, the Department of Children and Families, the Department of Social Services, the Department of Housing, the State Department of Education and the Connecticut State Colleges and Universities. The purpose of this group included identifying established two-generational initiatives within their respective state agencies and pilot programs using the two-generational approach.

At the time the work group convened, it became clear that many agencies were already engaged in whole family practices, though not with a significant level of intentionality or cross-agency, cross-sector collaboration at a scale necessary for systems change. Obstacles to data sharing also played a part in the

limited nature of cross-agency collaboration. Existing state agency two-generational programs shared with us from members of the Core State Agency working group are catalogued in Appendix 2.

3.C Proof of Concept

It is evident state agencies have been employing the two-generational approach in their programs – intentionally and unintentionally. While services can assist the whole family and ensure both children and adults have access to resources, those resources traditionally are focused on the individual. A deliberate application of the two-generational whole family approach shifts fragmented and uncoordinated services to comprehensive human development.¹⁴

To leverage existing resources and coordinate services, staff at OPM worked with the Core State Agency Work Group to identify proof of concept projects. A ‘proof of concept’ is defined here as *evidence, typically derived from a pilot project, which demonstrates whether a concept is feasible*. Over the course of a year, the proofs of concept will aid in demonstrating how the two-generational approach is effective, successful, and replicable. This is a rare opportunity to encourage and influence culture change, and wider systems change in state government.

The proofs of concept must demonstrate the whole family approach – utilizing the expanded criteria developed by the 2Gen Advisory Board Workforce Work Group. Featured initiatives that apply the two-generational approach must cross agencies and benefit the whole family - “...This means streamlining and coordinating programs to make it easier for families to apply for and receive resources for which they are eligible.”¹⁵

The following criteria was used to identify featured proofs of concept:

1. Engages a minimum of two state agencies

A significant component of Public Act No. 19-78 and the Family Economic Success Cabinet model encourages greater cross-agency communication and collaboration. State agencies serve many of the same individuals and families. Engaging multiple agencies is the first step to better coordinate services, collaborate, and improve access for families.

2. Established in 2018 or later

One of the benefits of conducting a pilot is that it allows for the testing of multiple concepts on a limited scale. This lowers the risk of failure and offers an opportunity to assess short-term performance. Using an accelerated approach will allow OPM to identify short-term impacts.

¹⁴ Ascend at the Aspen Institute. *Framing Two-Generation Approaches to Supporting Families: Guidance from the FrameWorks Institute*. 5.

¹⁵ Ascend at the Aspen Institute. *Framing Two-Generation Approaches to Supporting Families: Guidance from the FrameWorks Institute*. 22.

3. Potential to scale

To make the most impact, two-generational approaches need to be replicable. Quarterly check-ins can identify whether a pilot program can be repeated, replicated and applied in larger formats in part or in whole.

4. Revenue-neutral or has an identified funding source (with emphasis on braiding funding)

State agencies are encouraged to use existing funds or coordinate multiple sources of funding to support whole families. Opportunities to pool and share resources exist in areas where multiple agencies are serving the same or similar populations.

5. High impact

Programs that use a two-generational approach – with some focus on workforce development or adult education and childcare assistance – lead to better outcomes for both children and adults.

6. Evidence-based or promising practices

Projects featured as proofs of concept will undergo internal quarterly assessments. At the onset of the implementation period, teams will establish goals to clarify vision, establish communication across teams, and encourage collaboration.

Using the above criteria as a foundation from which to move the two-generational approach forward, a series of pilots will be identified as proofs of concepts. While this initial cohort will be small, it is anticipated that momentum and participation will grow as more state agencies are engaged.

Section 4. Indicators and Goals for Interagency Collaboration

Public Act No. 19-78 institutes that indicators and goals be identified for “interagency collaboration to achieve quantifiable and verifiable systems change to disrupt cycles of intergenerational poverty and advance family economic self-sufficiency, and racial and socio-economic.” This plan is focused on a small subset with the goal of scaling successful approaches statewide, to influence the administrative policy and programmatic development of executive branch state agencies that interface with families.

4.A. Equity Indicators

Family Economic Self-Sufficiency and Socio-economic Equity

The 2019 Self-Sufficiency Standard, prepared by the University of Washington for the Office of Health Strategy and the Office of the Comptroller, is a measure based on a budget of basic needs, including: housing, child care, food, health care, transportation and miscellaneous.¹⁶ The Self-Sufficiency Standard is not static and varies by family type and location of family residence.

In Hartford County, a family with one working adult, one preschool-age child and one school-age child would need to earn \$5,100 per month to cover basic needs, without any support. The Center for Women’s Welfare found that while eight percent of working-age households in Connecticut live below the Federal Poverty Level, 23 percent of working-age households in Connecticut live below the Self-Sufficiency Standard.¹⁷

Using annual Census data in conjunction with the Self-Sufficiency Standard and voluntary surveys from proof of concepts, we can monitor family and household changes in poverty status over the long-term.

Racial Equity

In partnering with the Federal Reserve Bank of Boston, Government Alliance on Racial Equity, and the Connecticut Commission on Women, Children, Seniors, Equity and Opportunity, we have aimed to find and develop:

1. An evidence-based, expert-recognized definition of racial equity.
 - a. Government Alliance for Racial Equity defines equity as: “Race can no longer be used to predict life outcomes and outcomes for all groups are improved.”¹⁸
2. Best practices for disaggregation of data by race in state agencies.
3. Guidance on ensuring administrative policy and programs involve equitable distribution of resources along race.

¹⁶ https://www.selfsufficiencystandard.org/sites/selfsuff/CT2019_SSS.pdf

¹⁷ University of Washington. Self-Sufficiency Standard. <https://www.selfsufficiencystandard.org>

¹⁸ https://www.nrpa.org/uploadedFiles/nrpaorg/Professional_Development/Innovation_Labs/GARE-Racial-Equity-Toolkit.pdf. GARE Racial Equity Toolkit.

4. Guidance on setting clear goals, and their respective indicators and outcomes, for racial equity. As a hypothetical example: the Connecticut Office of Early Childhood's Home Visiting Rate Card¹⁹ which pays providers for specific two-generational outcomes, such as full-term birth and family stability, and could be amended to include goals, and their respective indicators and outcomes for racial equity.
 - a. Prosperity Now's Scorecard for Racial Disparities provides context on Connecticut's racial disparity ranking.²⁰ Their methodology provides an overview of the technical calculation of outcomes and racial disparities in states.²¹
 - b. The Race Forward Racial Equity Impact Assessment is a "vital tool for preventing institutional racism and for identifying new options to remedy long-standing inequities."²²

4.B. Goal Setting

A common thread throughout Public Act No. 19-78 is that work can no longer be done in silos. Once proofs of concept are identified, agencies will participate in a goal setting exercise in order to map out the work in the field, within and across agencies.

This activity assists staff in identifying goals for the proof of concept and the metrics to measure their progress to their goal or goals. Identifying clear and specific objectives will establish a path to reaching those goals.

To ensure that the whole family is at the center of these pilots, parents must be engaged. Including parent voice and perspective can provide insight into how services are delivered, how programs are structured, and how the system is accessed. As proofs of concept moves forward, it is possible parents may have an opportunity to be involved in the goal-setting process.

For the proofs of concept that are in their infancy, attention will focus primarily on identifying promising practices. More established programs can collect data to provide evidence-based outcomes.

4.C. Process Indicators and Performance

Accountability in Contracts

Procurement is one of the most powerful, yet overlooked, tools in government. State and local governments spend between one-third and one-half of their budget through contracts for critical functions, such as repairing roads, housing the homeless, or modernizing government with new technology. Yet, too often, procurement is treated as a back-office task rather than a strategic tool. Given procurement's increasing importance and its ability to influence progress on family economic success,

¹⁹ https://www.ct.gov/oec/lib/oec/ct_oec_miechv_rate_card_fact_sheet.pdf

²⁰ <https://prosperitynow.org/2019-scorecard-state-synopsis#introduction>

²¹ https://prosperitynow.org/sites/default/files/resources/2019_Scorecard_Technical_Documentation.pdf

²² https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment_v5.pdf

Connecticut is prioritizing systems change in procurement practices across the state to ensure better results and outcomes for families.

Within the State of Connecticut, procurement is conducted by both the Department of Administrative Services (DAS) which handles procuring most traditional goods and services needed by state agencies, and OPM which oversees agency-level direct human service contracts. Both types of procurement influence two-generational approaches. For example, DAS often procures for statewide master contracts that involve important tools for state agencies to serve families such as translation assistance, specialized temporary medical staffing, and state park sanitation services. For Purchase of Service Contracts (POS) overseen by OPM, individual agencies procure for contracts in over 100 service lines ranging from child welfare interventions to job training. [OPM's POS annual report](#) provides a detailed list of contracted services by agency and provider.

Given the decentralized nature of procurement across the state, Connecticut is focusing on a series of interrelated initiatives to ensure greater accountability and improved outcomes for state contracts.

- a. *Results-Driven Contracting Sprint for DAS Contract Specialists.* With assistance from the Harvard Government Performance Lab, three teams of DAS contract specialists and associated state agencies are undergoing a 6-week series of training workshops to pilot new approaches to writing Requests for Proposals (RFPs). This includes opening the lines of communication between purchasing specialists and state users of proposed solicitations, while emphasizing greater attention to a set of desired outcomes rather than prescribing exact requirements. This allows for greater innovation from the vendor community to achieve common goals. A similar series of workshops is scheduled for January 2020, specifically for health and human service agencies. New outcome measures developed through these workshops will be useful in measuring the success of key procurements related to advancing family economic self-sufficiency. This outcome data on contracted services such as home visiting programs or workforce training can then be used to work collaboratively with providers to address common challenges identified in performance data. These new approaches will also enable agencies to explore greater community engagement in the procurement process by offering feedback on their priorities and needs.
- b. *OPM Procurement Reform Task Force on Competition and Transparency in Contracting.* In August of 2019, OPM Secretary Melissa McCaw formed an internal task force to implement procurement changes that encourage outcomes-oriented contract selections and a decrease in the percentage of non-competitive solicitations. Many of these reforms relate to strengthening the level of strategic procurement planning, ensuring additional transparency of upcoming procurements, and encouraging interagency collaboration to better serve families in Connecticut. OPM is revising its overall procurement standards to offer additional flexibility to state agencies to procure more efficiently and effectively for a range of services related to family economic success. This includes streamlining requirements to allow limited agency resources to focus on the key components of ensuring high-quality procurements, as

well as offering new RFP templates to standardize outcomes-centered approaches to high-priority procurements.

- c. *Non-Profit Cabinet Collaboration with Provider Community on Key Contracted Services.* The Governor's Non-Profit Cabinet has tasked key agency staff from across the state, along with leaders of non-profit providers to promote collaboration activities related to "residential services contracts," defined as 24/7 non-state residential services and supports.²³ This includes efforts to ensure more consistent outcome measures and reporting requirements for state contracting, as well as finding new ways for the provider community to engage within the end-to-end procurement process.
- d. *Innovative Incentive Approaches via Rate Card Implementation at OEC.* With assistance from Social Finance, OEC is spearheading creative contracting approaches that incentivize providers to prioritize a set of high-impact outcomes. This pay-for-success model utilizes outcomes rate cards (ORC) that offer additional flexibility for diverse program interventions and scaling of services. The OEC ORC is focused on outcomes that generate significant value to families, communities, and government and focus on two-generational impacts.

Consistent with the focus on procurement as a strategic tool, rather than a back-office task, these initiatives provide one way to identify shared indicators and opportunities for collaboration across agencies. The outcomes identified through these initiatives can measure improvements in service and resource coordination and outcomes for families, particularly as procurement and contracting processes engage more deeply with the community of providers. Further exploration of agency-level performance measures and frameworks can also connect contract- and agency-level performance measures, and identify common outcomes used across agencies.

²³ The Governor's Cabinet on Nonprofit Health and Human Services was formed in 2011 to evaluate existing public-private partnerships with respect to the state's health and human services delivery systems.

Section 5. Consideration of Innovative Approaches

Public Act No. 19-78 directs OPM to develop an interagency plan to coordinate and align delivery of services to assist families in overcoming barriers to economic success. The creation of a comprehensive plan is soliciting input on innovative approaches from parent and other community members to increase the impact of the two-generational Initiative.

5.A. Input from stakeholders

At the October 22, 2019, 2Gen Advisory Board meeting, representatives from OPM presented a preliminary draft of the Two-Generational Initiative plan. Following the presentation, the individual 2Gen Advisory Board subgroups – Parent Engagement, Workforce, and Benefits Cliffs – presented progress updates as well as their respective policy priorities. Feedback from Board members focused on plan implementation, Board involvement, and parent engagement.

Advisory Board Subgroups presentations:

Parent Engagement

The Parent Engagement work group has developed an onboarding process to meet the 2019 statutory requirement that 25 percent of the 2Gen Advisory Board be parents; secured funding from the [Early Childhood Funders Collaborative](#) to compensate parents for their engagement; and structured “job descriptions” that outline parent roles and responsibilities.²⁴

Recruitment will depend on existing networks and partners, including but not limited to: Early Childhood Collaboratives²⁵, adult education centers, State Department of Education Commissioner’s Roundtable, State office of Early Childhood Parent Cabinet, Early Childhood Council, DCF, Fatherhood Initiatives²⁶, and liaisons for higher education. This presents a potential opportunity to recruit a parent from each for cross-sector exchange and enhancement in connectivity of parent voice network.

Workforce

The Workforce subgroup has conducted a landscape analysis of existing whole family approaches to workforce in Connecticut and best practices in the region and nation. Through these efforts, the group has generated ideas for improving the workforce system. Each idea was put through a set of criteria:

- a. Consistent with two-generational practice and theory
- b. Revenue neutral or funding source (with emphasis on braiding funding)
- c. High impact

²⁴ The Early Childhood Funders Collaborative is an association of early childhood funders that promotes policies and practices that support young children, their families, and the early childhood community.

²⁵ Regional early childhood initiatives invested in growth and development of young children.

²⁶ [Fatherhood Initiatives](#) enhance prevention/intervention to promote healthy marriage, responsible parenting and economic stability.

- d. Evidence-based via research and sister state success
- e. Enable transition mechanisms to work
- f. Employer-focused or consider employer
- g. Moves from practice to policy

The subgroup was then surveyed to identify the top three ideas on which the group should focus. The top three ideas are as follows:

1. Develop a plan to better link workforce and childcare systems through a whole family lens.
2. Develop a plan to reform the Temporary Assistance for Needy Families (TANF) block grant, aiming to influence the TANF block grant allocation in the spring of 2020.
3. Influence the 2020 Connecticut Workforce Innovation and Opportunity Act (WIOA) State Plan with intentionality around the whole family approach.

Benefits Cliffs

Benefits cliffs, abrupt losses in public benefits due to modest increases in income, exist across numerous adult and child systems in Connecticut and serve as a major impediment to family economic success.

Mitigating the effect of benefits cliffs has become a top priority for regional and national partners. The Administration for Children and Families Region 1 has been working closely with New England states to develop solutions to alleviating the “cliff effect,” including working with state leaders to conduct studies on benefits cliffs and partnering with employers to bridge the workforce gap with families in need of well-paying jobs. The National Conference of State Legislatures’ Executive Committee, the governing body of the conference, chose benefits cliffs as one of its top priorities for this year.

Interest in addressing the cliff effect in CT has been growing, especially in light of the minimum wage change.²⁷ Given how well the issue of benefits cliffs fits into the focus and goals of 2Gen, we sought to develop solutions through this cross-sector working group.

5.B Parent and Community Feedback

Key feedback about the plan from members of the 2Gen Advisory Board focused on the following:

1. Parent Engagement needs to be a priority, but while the whole family approach focuses equally on supporting children and adults – parents are not always in the same household or location.
 - a. Since the passage of P.A. 19-78, the Parent Engagement subgroup created a strategy for recruitment and funding for parent members of the 2Gen Advisory Board. This structure gives parents greater opportunity to participate and provide valuable feedback.

²⁷ [Public Act No. 19-4](#) increases the minimum wage incrementally over five years to \$15 per hour. The wage scheduled is: \$11.00 October 2019, \$12.00 September 2020, \$13.00 August 2021, \$14.00 July 2022, and \$15.00 June 2023. Beginning in 2024, wages will be indexed to the employment cost index.

2. Families are diverse and look different depending on culture and circumstance.
 - a. Recognition of all family types is crucial. Language matters when speaking about families. Multiple definitions must be considered for “households” and “parent,” and inclusive recognizing that families can include non-custodial and other family members.
 - b. Potentially duplicative fatherhood initiatives exist in different state agencies.
3. Outcomes are important. Establishing the infrastructure to define outcomes and identify how to achieve them reinforces the success of the two-generational approach.
 - a. Outside agencies are interested in gathering baseline data on services in order to conduct more formal assessments and evaluations on program impact.
 - b. Board members encouraged adapting the family assessment tool created in the New Haven Learning Community. This evidence-based tool was created to determine “How 2Gen Are You?” and was applied to city services.
4. Board support and facilitation. Having significant experience working on two-generational initiatives, the 2Gen Advisory Board is in a unique position to offer support moving forward with the plan and its implementation.
5. Youth voice integration. Incorporating youth voice adds new ideas, opinions, and knowledge. Youth groups and organizations may be a resource. Some organizations that currently exist include: Youth on Fire,²⁸ DCF Youth Advisory Board,²⁹ and the Youth Advisory Council.³⁰

5.C Public Comment Period

A formal public comment period on the interagency plan is scheduled from December 2, 2019, to December 13, 2019. 2Gen Advisory Board members, parents, community leaders, and others are encouraged to [submit comments on the webpage](#), through email and other methods of communication.³¹ To ensure a robust public comment period, the 2Gen Advisory Board took a proactive role in engaging virtual and physical networks and organizing parent forums.

Comments received during the public comment period will be included in the plan effective January 1, 2020.

²⁸ Youth on Fire is a mentoring and media education center in Hartford for youth 12-18 to learn life skills and how to overcome struggle.

²⁹ The Youth Advisory Board provides opportunity for development of youth leadership skills through training, mentoring, and guidance. The Board solicits youth feedback to advance DCF policy and practice development, encourages youth interests and activism through advocacy, and improves outcomes for youth served by DCF.

³⁰ The Youth Advisory Council, Groundwork Bridgeport provides participants with leadership development, advocacy, and networking opportunities. www.groundworkbridgeport.org/youth-advisory-council

³¹ To submit comments on this plan, go to portal.ct.gov/opm-2gen-plan and/or you can email your comments to opm2genplan@ct.gov

Conclusion and Next Steps

As this two-generational whole family work is ongoing, we anticipate this plan will evolve and serve as a living and guiding document. The feedback gleaned from the two-week public comment period will inform any adjustments and revisions to the plan deemed necessary.

2019 Proofs of Concept

To demonstrate how effective the two-generational whole family approach can be, a series of proofs of concept have been identified. Over the course of 2020, their respective progress will be monitored. As we move through the process of onboarding programs and establishing goals, this list of proofs of concept can grow or shrink. The following proofs of concept have been confirmed:

1. Circle of Security Parenting Classes
 - a. This program engages the Office of Early Childhood and Department of Correction.
2. Family Friendly Visitation Room
 - a. This program engages the Office of Early Childhood and Department of Correction
3. Family Centered Coaching
 - a. This program engages the Department of Labor and the Workforce Development Boards.
4. Home Visitation Expansion to American Jobs Centers
 - a. This program engages the Department of Labor and Office of Early Childhood.
5. Fatherhood Initiative
 - a. This program engages the Department of Children and Families and Department of Correction.
6. Family Homelessness Diversion Rate Card
 - a. This program engages the Office of Early Childhood and Department of Housing.

Next Steps

Moving beyond 2020, it will be a priority of OPM's to work with the Statewide 2Gen Coordinator and the 2Gen Advisory Board to identify and develop new proofs of concept. The Advisory Board will maintain a formal feedback loop to learn about implementation of the proofs of concept, with a specific focus on parent engagement.

In addition to the established indicators in Section Four, we will define terms and gather baseline information in order to set more formal benchmarks for future proofs of concept.

Upon reviewing the first-year proofs of concept and the results collected from the goal-setting exercise, we will evaluate the following:

- Did the programs impact the intended population?
- Did reach exceed expectations?
- Did the pilots demonstrate an opportunity for wider culture and systems change?
- Is there potential for continuing pilots with a more formal evaluation structure?

Progress Updates

P.A. 19-78 directs the 2Gen Advisory Board, in consultation with the Office of Policy and management, to file an annual report beginning December 31, 2020.

Appendix 1: 2Gen Advisory Board Membership List
Established pursuant Public Act No. 19-78

Statute Designation	Members	Title and Organization
1. One member of the General Assembly appointed by the speaker of the House of Representatives, who shall serve as a cochairperson (Representative Joe Aresimowicz)	Representative Jeff Currey	House of Representatives, D, District 11
2. One member of the Senate appointed by the president pro tempore of the Senate, who shall serve as a cochairperson (Senator Martin Looney)	Senator Marilyn Moore	Senate, D, District 22
3. One member representing the interests of business or trade organizations appointed by the majority leader of the Senate (Senator Bob Duff)	Dan Onofrio	President and CEO, The Bridgeport Regional Business Council
4. One member with expertise on issues concerning physical and mental health appointed by the majority leader of the House of Representatives (Rep. Matthew Ritter)	Deborah Poerio	President/CEO, Integrated Health Services
5. One member with expertise on issues concerning children and families appointed by the minority leader of the Senate (Senator Len Fasano)		
6. One member of the General Assembly appointed by the minority leader of the House of Representatives (Representative Themis Klarides)	Senator Tony Hwang	Senate, R, District 28
7. One member appointed by the Governor		
8. Representatives of nonprofit and philanthropic organizations and scholars who are experts in two-generational programs and policies, including, but not limited to, at least	Judy McBride	Director of Grants and Partnership Investments, Hartford Foundation
	Rebecca Allen	Senior Program Officer, Melville

one such representative and scholar with experience in developing strategies to achieve racial equity and social justice		Charitable Trust
	Tricia Hyacinth	Director, Fund for Women & Girls, Fairfield County Community Foundation
	Liz Fraser	Policy Director, Connecticut Association of Human Services
	Merrill Gay	Executive Director, Early Childhood Alliance
	Cassandra DeFelice	Director of Programs, CT Council of Family Service Agencies
	Rick Porth	President/CEO, United Way of CT
	Amy Peltier	Director, East Hartford CONNects
	Carol O'Donnell	Executive Director, Connecticut Early Childhood Funders Collaborative
	Betty Weintraub	Grant Program Manager, Connecticut Health and Educational Facilities Authority
9. Parent or family leaders representing low-income households selected by the Commission on Women, Children and Seniors, who shall constitute one-fourth of the board	Janine McMahon Stephan Palmer Veronica Rosario	2Gen Parent Leaders
10. Other business and academic professionals as needed to achieve goals for two-generational systems planning, evaluations and outcomes selected by the cochairpersons	Michelle Rakebrand	Assistant Counsel, Connecticut Business and Industry Association
	Kristina Testa-Buzzee	Interim Dean of Workforce Development and Community Partnerships, Norwalk Community College
Chief Court Administrator, or the Chief Court Administrator's designee, shall serve as ex-officio members of the advisory board	Paul Bourdoulous, on behalf of Patrick Carroll III	Director of Support Enforcement Services, CT Judicial Branch

Staff of the Commission on Women, Children and Seniors [Equity and Opportunity] shall serve as the organizing and administrative staff of the advisory board	Steven Hernández Rosemary Lopez Werner Oyanadel Denise Drummond Melvette Hill	Commission on Women, Children, Seniors, Equity and Opportunity
By invitation of cochairpersons	Representative Gail Lavielle	House of Representatives, R, District 143
	Representative Terrie Wood	House of Representatives, R, District 141
	Representative Robyn Porter	House of Representatives, D, District 94
	Representative Pat Wilson-Pheanious	House of Representatives, D, District 53
	Connie Hilbert	Executive Director, Health and Human Services, Mohegan Tribe
	Amy Porter	Commissioner, Department of Aging and Disability Services
	Ram Aberasturia	Division Director, Financial Affairs and Human Resources, Office of Higher Education
	Justin Farmer	Councilman, Hamden Town Council
Organizer/convenor, selected by cochairpersons	Rosa Rada	Statewide 2Gen Coordinator, Office of Early Childhood

Appendix 2: Existing 2Gen Initiatives

Below is a catalogue of established “two-generational” initiatives at various state agencies. As we proceed with the two-generational plan, it’s possible additional programs will be identified that meet the two-generational criteria and philosophy.

Office of Early Childhood

1. **Adult Education Pilot**

Through a two-generational approach, the Office of Early Childhood is investing in a small-scale demonstration project at four adult education centers that will provide on-site child care to a cohort of students enrolled in adult education courses, with the goal of increasing enrollment, retention and graduation among families with young children.

2. **Bristol Manufacturing Pilot**

Bristol Adult Education and Rowley Spring and Stamping, a local manufacturer, created a partnership in 2013 to train adults for a career in manufacturing called the Adult Education Diploma and Certification (AEDAC) program. Upon completion of the program, participants qualify for jobs where they can earn livable wages and access full benefits.

3. **Even Start Program**

The Office of Early Childhood is attempting to increase the chances for economic mobility among program participants by placing an emphasis on a pathway to higher education or industry credentials following graduation. The three current Even Start programs will receive technical assistance funds to improve the pipeline between their programs and higher education, vocational training and/or workforce partners in their specific region.

4. **Home Visiting Rate Card**

The Outcomes Rate Card (ORC) pilot began in 2018 with federally funded evidence-based home visiting programs and expanded in 2019 to include all state and federal evidence-based home visiting programs. An ORC is a procurement tool through which government defines a menu of outcomes it wishes to “purchase” (e.g., healthy birth outcomes, completion of a degree/training program, or decrease in emergency room visits) and the amount it is willing to pay each time a given outcome is achieved. The OEC ORC is focused on outcomes that generate significant value to families, communities, and government and focus on two-generational impacts.

5. **Homeless Diversion Rate Card**

Beginning in 2018, OEC partnered with the University of Connecticut, the Department of Housing, and the CT Coalition to End Homelessness (CCEH) to reduce the number of families with young children who enter emergency shelters due to housing instability, and the negative consequences associated with that traumatic experience.

Established as a pay-for-outcomes contract, every family with a child under age 6 that is successfully diverted away from an emergency shelter and subsequently avoids a shelter experience for 12 months, will lead to OEC making a payment to CCEH’s ‘be homeful fund’ that can be used to invest in future family diversions.

Department of Children and Families

1. **Fatherhood Engagement Service**
Fatherhood Engagement Services provide intensive outreach, case management services and 24/7 Dad group programming to fathers involved with an open DCF case.
2. **Fatherhood Engagement Service with DOC**
This is a collaboration between DOC and DCF that provides incarcerated fathers who have an open DCF case with intensive outreach, support, advocacy, and linkage to community-based Fatherhood Engagement Services.
3. **Family Supportive Housing**
This service provides assistance to families applying for and locating housing through various permanent housing voucher programs, as well as assessment and case management services.
4. **Zero to Three – Safe Babies**
The Zero to Three Safe Babies Project coordinates services to parents of children younger than 36 months who have been placed outside the home via court order in order to expedite reunification or facilitate another permanency goal.
5. **Child FIRST (Early Childhood Services)**
This service provides home based assessment, family plan development, parenting education, parent-child therapeutic intervention, and care coordination/case management for high risk families with children under six years of age in order to minimize social-emotional and behavioral difficulties, developmental and learning challenges, and abuse and neglect.
6. **Care Coordination**
Care Coordinators provide high fidelity “wraparound” using the Child and Family Team process. Wraparound is an intensive, individualized care planning and management process for youths aged 0-18 with serious or complex needs. The wraparound process and the written Plan of Care it develops are designed to be culturally competent, strength-based, and organized around family members’ own perceptions of their needs, goals, and vision.
7. **Child and Family Teaming Process**
This family-centered practice engages families and community members to build a network of support. The teaming process actively engages families and becomes a life tool for important planning and decision-making.
8. **Community Support for Families**
Families who have received a Family Assessment Response from DCF are connected to stable traditional and non-traditional resources in their community. This approach places the family in the lead role of its own service delivery.

Department of Housing

1. **Barrier Intervention Referral Program**
The Barrier Intervention Referral program (BIR) enables JFES case managers to refer clients with significant barriers to employment that prevent them from participating in the JFES program to work with a counselor from CCFSA. This counselor will work with the client to overcome or remove the barrier that is hindering their participation in the program. These barriers include things like homelessness, substance abuse issues, domestic violence, child safety, etc.
2. **Rental Assistance**
DOH provides rental assistance to DCF families that are at risk of the child being placed into DCF custody or to reunite families that DCF already has custody of the children. Lack of stable, suitable housing is often a cause of child removal.

Department of Labor

1. Family Centered Coaching

The Family Centered Coaching approach puts the client in charge of their life plan and requires the case manager to take a more holistic view of the family unit. This initiative is ongoing with the goal of implementing a statewide Family Centered Coaching approach beginning with a transition from the current JFES Orientation group session to a new One-on-One Orientation meeting with the client's case manager.

2. Financial Literacy

A financial literacy workshop called "Money Matters" is offered in partnership with the Workforce Development Boards and the Connecticut Association for Human Services. These workshops run several times each month in all American Job Centers across the state. This training will put parents in a better position to manage their finances with the hope that their children will be better prepared to handle finances as they grow up.

3. Jobs First Employment Services (JFES) Refugee Pilot

This pilot has eliminated the historical barriers that Refugees have faced in connecting to the JFES program by placing a JFES case manager at IRIS, the Refugee Resettlement agency in New Haven. By providing case management services to refugees who qualify, job assistance is provided in a comfortable environment and co-located with other services, including a food pantry, job development services, and language services. A "Mommy and Me" program is also available in the same building to Refugee parents and their children to learn English language skills and cultural awareness. On-site day care services are also available.

4. Jobs First Employment Services (JFES) Uber Pilot

In areas where public transportation is severely limited, four of the five Workforce Boards are using available JFES funds to cover the cost of Uber or Lyft for JFES program participants. These rides enable individuals to participate in required program activities including job interviews, training courses, etc. and are used as a last resort.

Department of Social Services

1. Noncustodial Parent Program

Noncustodial Parent Two-Generational Program; the community-based provider for this contracted pilot program serves at least 20 unduplicated low-income families comprised of noncustodial and custodial parents with a child/ren in common under the age of 5, who live in the Waterbury area and are enrolled in an early childhood education program.

Connecticut State Colleges and Universities

1. Care Coordination

The Office of Early Childhood is partnering with CSCU to offer families the opportunity to receive child care funding to support their enrollment in and completion of a health care-focused SNAP E&T certificate. SNAP E&T participants with young children will receive a subsidy to pay for child care for both class and study time.

State Department of Education

1. Family Engagement

The purpose of Connecticut's common definition and framework of family engagement is to encourage shared understanding and collaboration, making it easy for all parties – educators, providers, partners, and families – to understand what is expected of them. The hope is that this will lead to a robust culture of partnership between families and professionals throughout all education and human service programs.

2. Adult Education

Family literacy activities are services that make sustainable improvements in the economic prospects for a family and better enable parents or family members to support their children's learning needs. Family literacy Services are to benefit the child, the parent and the community.

3. Family Resource Centers

The Connecticut Family Resource Center concept promotes comprehensive, integrated, community-based systems of family support and child development services located in public school buildings. Family Resource Centers provide access, within a community, to a broad continuum of early childhood and family support services which foster the optimal development of children and families.